

Street Outreach and Crisis Response

Landscape Review of San Francisco's
Teams



CITY & COUNTY OF SAN FRANCISCO

Office of the Controller
City Performance Unit

February 2022

Background

The City operates 7 teams tasked with responding to **people experiencing homelessness**, as well as behavioral and medical issues occurring in public spaces – including **mental health crises, wellbeing concerns, and drug use and overdoses**.

Teams reflect a recent focus on diverting calls from the public away from a law enforcement response in favor of a medical or behavioral specialist response.

With the creation of several new teams in the last year, there is a clear need to **ensure teams are coordinated, calls are routed appropriately, and client needs are quickly addressed**.

The Controller's Office conducted a landscape review of San Francisco's street outreach and crisis response teams that are currently operating or planned in the near future. This review is a starting point for ongoing work to improve the efficiency and effectiveness of the City's response to behavioral health and medical crises in public spaces.

Our Process

What did we do?

- Semi-structured interviews with leads of each team
- Documentation of key information about team characteristics

What did we NOT do?

- Process mapping of calls or routing
- Gaps analysis
- Ride-along or case study of team's activities

How did we choose the teams to review?

- Primary focus on behavioral health or homelessness
- Deployed by or explicitly directed by City departments
- Did not include:
 - Community-based providers conducting outreach but not managed or directed by City departments
 - City teams not focused on responding to behavioral health crises or homelessness
 - Ambassador programs

The Teams

Street Crisis
Response Team
(SCRT)

Street Overdose
Response Team -
Rapid Response
(SORT)

Street Wellness
Response Team
(SWRT)

EMS-6

San Francisco
Homeless
Outreach Team
(SFHOT)

SORT - Post-
Overdose
Engagement
Team
(POET)

Street Medicine

Healthy Streets
Operation Center
(HSOC)

The Teams

Street Crisis
Response Team
(SCRT)

Street Overdose
Response Team -
Rapid Response
(SORT)

Street Wellness
Response Team
(SWRT)

EMS-6

San Francisco
Homeless
Outreach Team
(SFHOT)

SORT - Post-
Overdose
Engagement
Team
(POET)

Street Medicine

Healthy Streets
Operation Center
(HSOC)



RAPID RESPONSE

Deployed through 911 to
respond in 20-60 minutes



Scheduled

Planned work at
locations or with specific
individuals

Other Partners

Behavioral Health
Homelessness
Team
(BHHT)



Scheduled

Nonprofit partner that conducts planned work, typically in conjunction with HSOC

Harm Reduction
Therapy Center
(HRTC)



Scheduled

Nonprofit partner that conducts planned work at locations as directed by DPH

Comprehensive
Crisis Services
(CCS)



RAPID RESPONSE

DPH program that rapidly deploys to crises, but does not primarily serve people experiencing homelessness

Possible Concerns

Person experiencing homelessness who had a recent overdose

Person experiencing homelessness needing non-acute medical care

Encampment

Person living in an encampment

Person experiencing homelessness with opioid use disorder who may be at risk of an overdose

Person who seems to be experiencing an overdose

Person experiencing an overdose

Person experiencing homelessness with obvious wounds or seems sick

Person experiencing homelessness

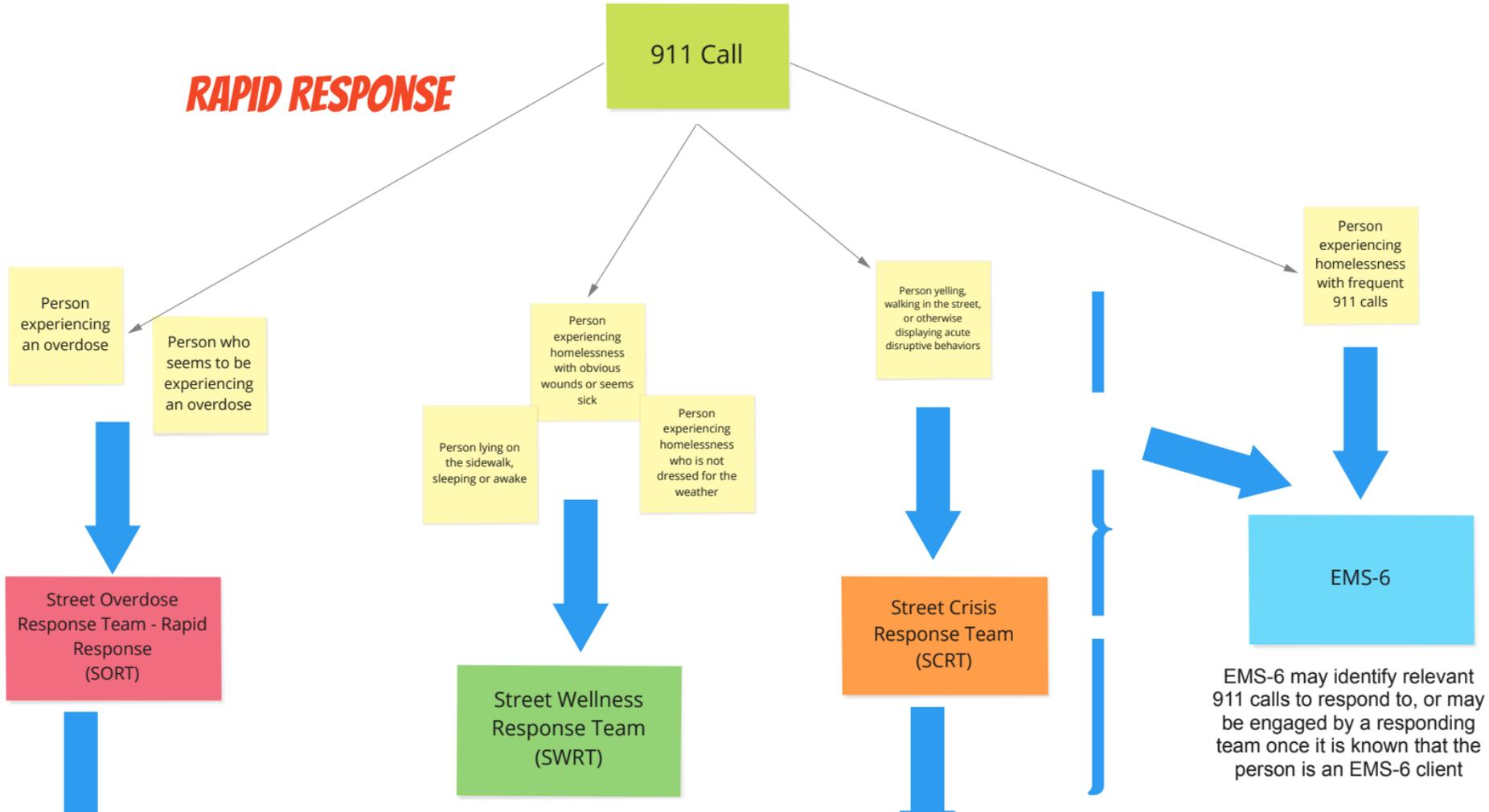
Person with frequent 911 calls

Person yelling, walking in the street, or otherwise displaying acute disruptive behaviors

Person experiencing homelessness who is not dressed for the weather

Person lying on the sidewalk, sleeping or awake

RAPID RESPONSE



RAPID RESPONSE

911 Call

Person experiencing an overdose

Person who seems to be experiencing an overdose

Street Overdose Response Team - Rapid Response (SORT)

Person experiencing homelessness who had a recent overdose

Person experiencing homelessness with opioid use disorder who may be at risk of an overdose

SORT - Post-Overdose Engagement Team (POET)

Person lying on the sidewalk, sleeping or awake

Person experiencing homelessness with obvious wounds or seems sick

Person experiencing homelessness who is not dressed for the weather

Street Wellness Response Team (SWRT)

Person yelling, walking in the street, or otherwise displaying acute disruptive behaviors

Street Crisis Response Team (SCRT)

Person engaged by SCRT

DPH Office of Coordinated Care

Person experiencing homelessness with frequent 911 calls

EMS-6

EMS-6 may identify relevant 911 calls to respond to, or may be engaged by a responding team once it is known that the person is an EMS-6 client

Some rapid response teams make direct connections to other teams or services

RAPID RESPONSE

Street Overdose Response Team - Rapid Response (SORT)

Street Wellness Response Team (SWRT)

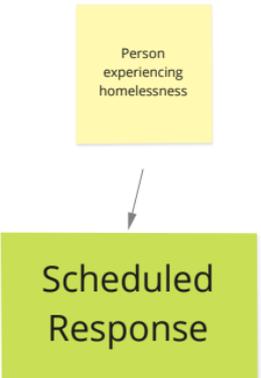
Street Crisis Response Team (SCRT)

EMS-6

Department	SFFD	SFFD and HSH	SFFD and DPH	SFFD
Client Population	People who may be experiencing an overdose	People who require well-being checks and immediate needs that do not meet the threshold of an acute behavioral health crisis	People experiencing acute behavioral health crisis	People who use emergency services the most , many experiencing homelessness and behavioral health disorders
Workload Source	<ul style="list-style-type: none"> 911 dispatch (<i>Emergency Medical</i>) On-view/ad hoc 	<ul style="list-style-type: none"> 911 dispatch (<i>910B: Well Being Check, Priority B</i>) On-view/ad hoc 	<ul style="list-style-type: none"> 911 dispatch (<i>800B: Mentally Disturbed, Priority B</i>) On-view/ad hoc 	<ul style="list-style-type: none"> 911 dispatch Scheduled follow-up On-view/ad hoc
Response Type	Emergency Response (<20 min)	Emergency Response (<20 min)	Emergency Response (<20 min)	Emergency Response, Rapid Response (<60 min), Scheduled
Number of Teams	1 team expanding to 2 total teams by May 2022	1 team by Jan. 2022; 5 total teams by Jun. 2022	6 teams expanding to 7 total teams in 2022	4 teams
Geographic Focus	Citywide, targeting neighborhoods with high call volume	Citywide	Citywide, with geographically focused teams	Citywide
Dedicated Beds (Non-Medical)	None dedicated	None currently planned	Congregate shelter	Congregate shelter

Scheduled

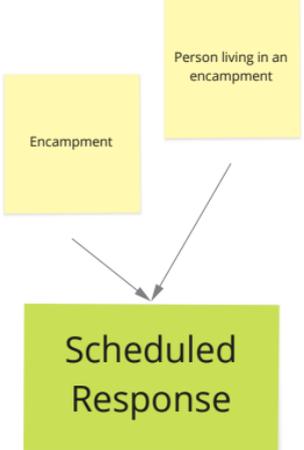
Some teams may be deployed via 311 or other calls for service, but most activity related to these concerns is scheduled



Scheduled Response



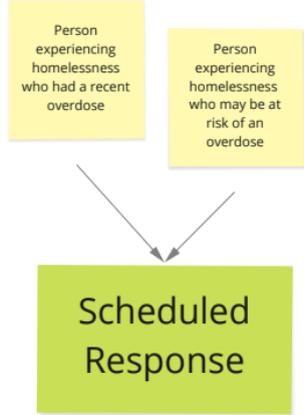
San Francisco Homeless Outreach Team (SFHOT)



Scheduled Response



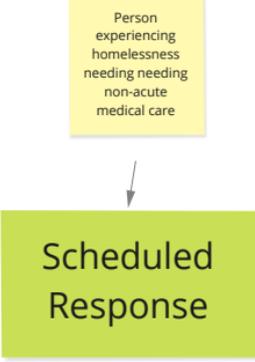
Healthy Streets Operation Center (HSOC)



Scheduled Response



SORT - Post-Overdose Engagement Team (POET)



Scheduled Response



Street Medicine

Scheduled

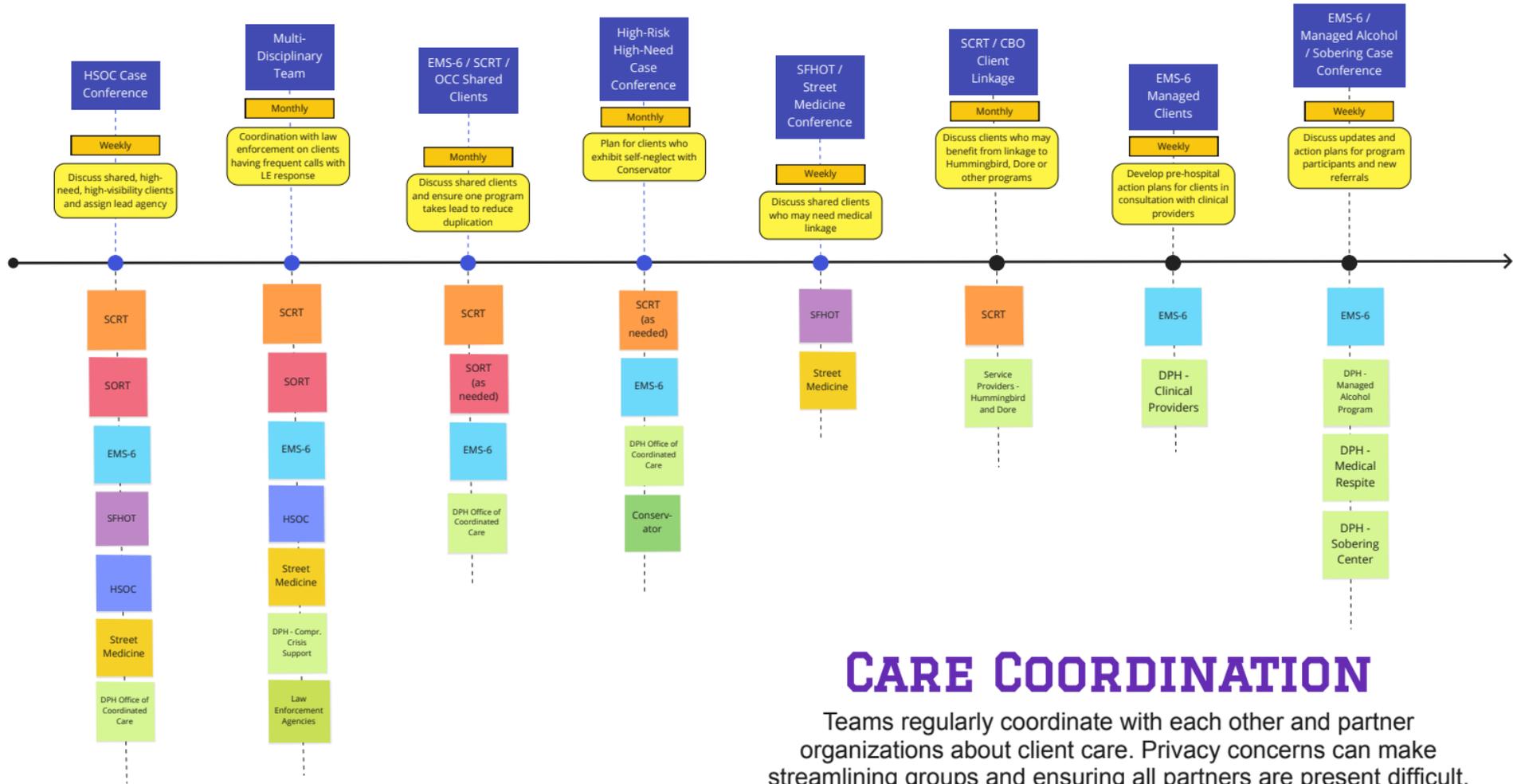
San Francisco Homeless Outreach Team (SFHOT)

Healthy Streets Operation Center (HSOC)

SORT - Post-Overdose Engagement Team (POET)

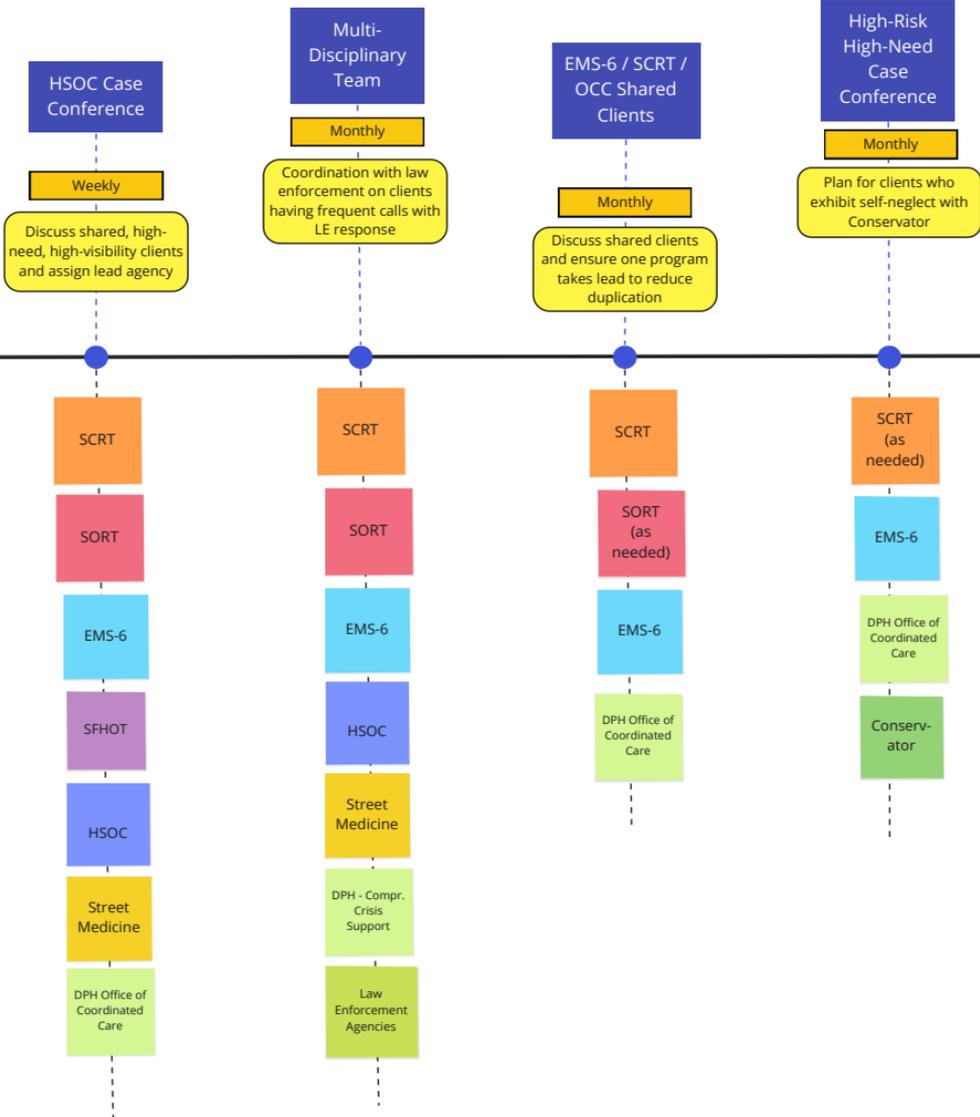
Street Medicine

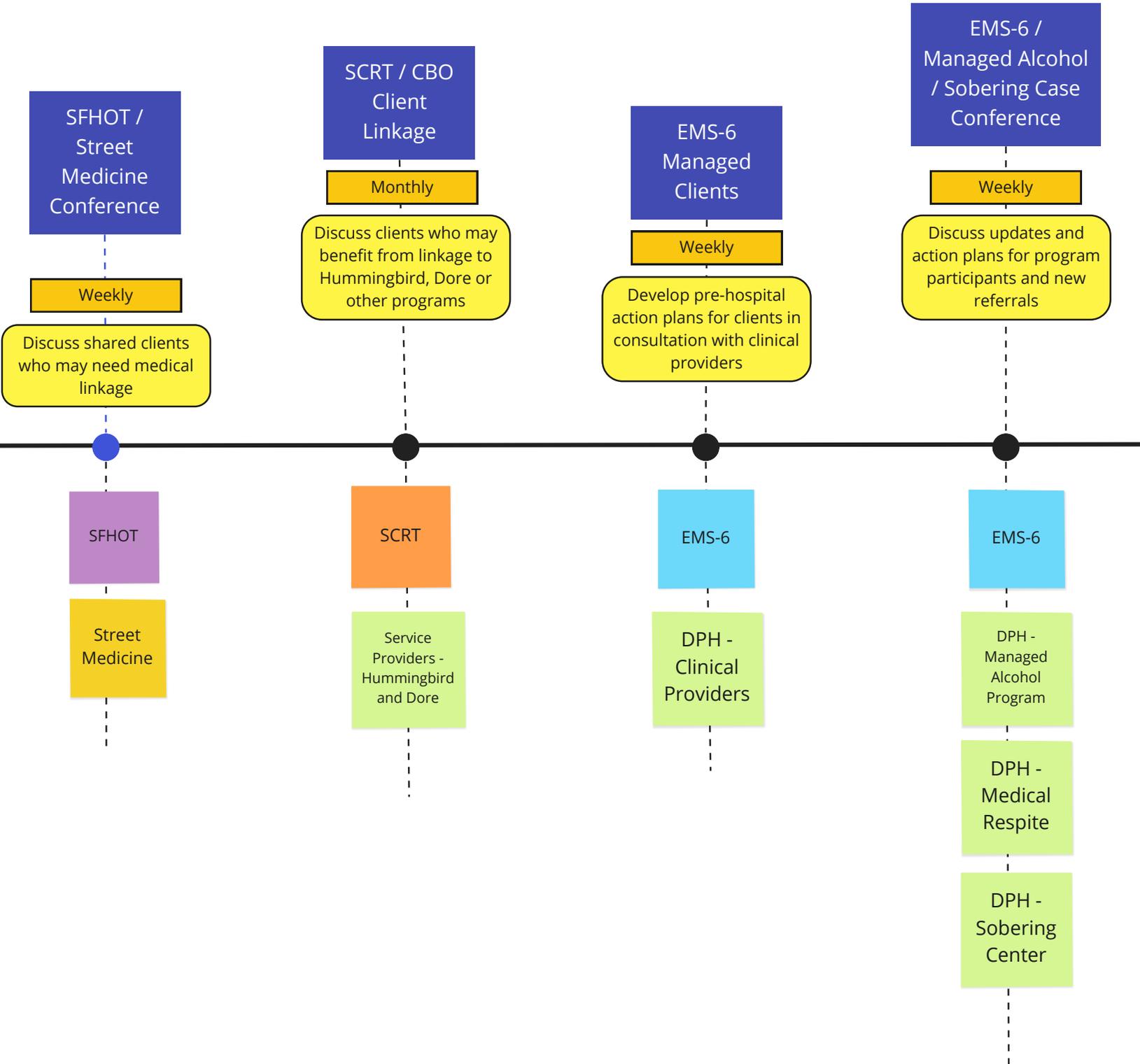
Department	HSH	DEM and Partner Depts	DPH	DPH and HSH
Client Population	Adults experiencing homelessness	People living in encampments	People experiencing homelessness who have had recent overdose	People experiencing homelessness with medical and behavioral health needs not currently connected to care
Workload Source	<ul style="list-style-type: none"> Scheduled outreach Self-referrals 	<ul style="list-style-type: none"> Scheduled encampment resolution Referrals from partner agencies 	Receives follow-ups from the SORT Response Team	<ul style="list-style-type: none"> Scheduled outreach Scheduled follow-up On-view/ad hoc Referrals from partners
Response Type	Primarily scheduled, some deployed response	Primarily scheduled, minimal deployed response	Scheduled	Primarily scheduled, some deployed response
Number of Teams	12-15 teams, not including Case Management	Partners with interdepartmental outreach teams	1 team expanding to 2 total teams by May 2022	1-2 teams, depending on day
Geographic Focus	Citywide, with geographically focused teams	Citywide	Citywide, targeting neighborhoods with high call volume	Citywide
Dedicated Beds (Non-Medical)	Congregate shelter	Congregate shelter	None dedicated	None dedicated



CARE COORDINATION

Teams regularly coordinate with each other and partner organizations about client care. Privacy concerns can make streamlining groups and ensuring all partners are present difficult.





Conclusion

Thank you.

Any questions?

Project Team:

Peg Stevenson, City Performance Director

Laura Marshall, Project Manager

Cody Reneau, Senior Performance Analyst

Luke Fuller, Senior Performance Analyst

RAPID RESPONSE

Street Overdose Response Team - Rapid Response (SORT)

Street Wellness Response Team (SWRT)

Street Crisis Response Team (SCRT)

EMS-6

Department	SFFD	SFFD and HSH	SFFD and DPH	SFFD
Client Population	People who may be experiencing an overdose	People who require well-being checks and immediate needs that do not meet the threshold of an acute behavioral health crisis	People experiencing acute behavioral health crisis	People who use emergency services the most , many experiencing homelessness and behavioral health disorders
Workload Source	<ul style="list-style-type: none"> 911 dispatch (<i>Emergency Medical</i>) On-view/ad hoc 	<ul style="list-style-type: none"> 911 dispatch (<i>910B: Well Being Check, Priority B</i>) On-view/ad hoc 	<ul style="list-style-type: none"> 911 dispatch (<i>800B: Mentally Disturbed, Priority B</i>) On-view/ad hoc 	<ul style="list-style-type: none"> 911 dispatch Scheduled follow-up On-view/ad hoc
Response Type	Emergency Response (<20 min)	Emergency Response (<20 min)	Emergency Response (<20 min)	Emergency Response, Rapid Response (<60 min), Scheduled
Number of Teams	1 team expanding to 2 total teams by May 2022	1 team by Jan. 2022; 5 total teams by Jun. 2022	6 teams expanding to 7 total teams in 2022	4 teams
Geographic Focus	Citywide, targeting neighborhoods with high call volume	Citywide	Citywide, with geographically focused teams	Citywide
Dedicated Beds (Non-Medical)	None dedicated	None currently planned	Congregate shelter	Congregate shelter



PROGRAMMATIC UPDATES & MILESTONES

- SCRT now has 6 (six) fully operational teams providing 24/7 citywide coverage of San Francisco
- The Office of Coordinated Care team launched April 5th, 2021 and is now fully staffed and provides support 7 days a week. The team includes behavioral health clinicians and health workers dedicated to follow up and care coordination for SCRT clients.
- The transition to EMD Dispatch will tentatively take place June 2022
- A 7th team has been approved and will tentatively launch in June 2022



DATA THEMES

- Most crises are resolved in the community, 60% of SCRT clients remain safely in the community.
- There is a need for shelter and housing resources, 73% of SCRT clients are experiencing homelessness.
- There is a low percentage of SCRT clients who need a 5150 hold (5%).
- Teams continue to increase the volume of calls they are able to respond to each month.
- Clients served by SCRT are diverse in race, ethnicity, age, and gender.

SCRT Call Volume by Month

